

D4.1 Q4I Manifesto and Network Development Plan

Table of Contents

1. Introduction.....	2
2. Manifesto for school innovation and quality	3
3. Vision of the network	5
3. Mission and objectives of the network	7
4. Composition of the network	8
6. Q4I Network regulations and organisational structure	10
8. Planning and Roll out.....	12
9. Supporting web environment.....	14
ANNEX 1: Projects	16
Annex 2: EFQUEL Special interest Groups, detailed information.....	17

1. Introduction

One of the key objectives of the Q4i project is to build a network around the topic of quality and innovation in schools, which will be in charge of continuously improve the Q4i model and of promoting its use among other schools in a sustainable perspective. For this purpose, schools will be engaged and existing networks (like EFQUEL, European Schoolnet and others) will be identified and linked with other key stakeholders in the area. This document presnets the Q4i Manifesto, the stakeholders and European initiatives which are relevant for synergy building and what network activities are planned within the Q4i project.

2. Manifesto for school innovation and quality

This manifesto presents the vision of the Q4I project partners on how quality assurance and improvement of education in European schools should be addressed through an innovation-oriented approach. The Q4I consortium believes that educational innovation can improve the quality management approach in schools and at the same time quality assurance can ground learning innovation in the structural/systemic schools improvement processes and daily life.

The manifesto puts forward four key ideas.

1. Innovation and Quality should work together. Q4I proposes to combine quality management with innovation in a way that respects and builds on the specificity of school education. Quality planning (criteria, benchmarks etc.) should be based on objectives negotiated between individual schools and their stakeholders. Quality objectives and innovation objectives should be defined contextually – together. Quality development should be “light”: it should be a pleasant activity, not burdened by procedural constraints and should be an interactive process, activating the team’s spirit to work towards asking and receiving feedback to implement the desired change. Quality approaches should be close to daily practices in schools. Identifying the “quality gaps” by the actors and main stakeholders is the starting point of ownership of quality development.
2. The role of ICT. Several independent researches show that ICT-supported education increases the motivation among learners and ultimately brings to better learning results. Effective embedding of ICT in the curriculum enables learners to focus on higher learning goals like apply, analyse, evaluate and publish. Nevertheless, the recognised potential of ICT to support innovation and improve education is not a reality in most European countries. In reality, education in Europe does not fully benefit from having fully embedded the potential of ICT to improve the efficiency, accessibility and equity of learning systems. ICT should play an important facilitating role, to make innovation happen more quickly and to help connecting school education with the activities of students outside the school, bridging formal and informal learning. ICT should also be used to support the quality assurance processes.
3. Policy innovation for European schools A new “innovation oriented” wave of policy making linking education, employability and innovation is required. If incorporated in innovation strategies and better positioned within the overall lifelong learning field, this would contribute to accelerating and consolidating the transformation of school environments. A new awareness in policy environments exists, especially at the EU level (as the Rethinking Education communication proves). The challenge is how to implement these policy objectives into practice, for example through large and small pilots, rewarding mechanisms and mobility of staff and students. Q4I encourages bottom-up innovation and school autonomy within a given framework of objectives defined at policy level.
4. The cornerstone of certification. Innovative schools should have the possibility to be recognised and rewarded for their action. A certification model needs to apply which stimulates benchlearning among innovators and raise the overall quality of

the implementation of education. Community recognition and continuous improvement are key for a sustainable certification scheme. The certification scheme should be a "light one", focusing on non-prescriptive elements. It should certify those practices that are improving quality by rewarding original approaches and "new ways of doing the usual things".

3. Vision of the network

For the Q4I project, the most important is to keep learning innovation and quality assurance together, since innovation can improve quality approaches making them fit for the schools of today and tomorrow, and at the same time quality assurance can ground learning innovation in the schools improvement processes and daily life.

This vision will be elaborated in the Q4I Manifesto for quality through innovation in European schools. This manifesto therefore expresses the intentions, motives and views of the Q4I network in 7 key ideas.

Innovation and Quality

Q4I proposes to combine quality assurance with innovation in a way that respects and builds on the specificity of school education. Quality planning (criteria, benchmarks etc) should be based on objectives negotiated between individual schools and other stakeholders. Quality objectives and innovation should be defined contextually – together. Industry is one of the keystakeholders involved. Quality development should be “light”: it should be a pleasant activity, not burdened by procedural constraints and should be an interactive process, activating the team’s spirit towards change. Quality approaches should be close to daily practices in schools. Identifying the “quality gaps” by the actors and main stakeholders is the starting point of ownership of quality development.

innovation and ict

ICT should play a facilitating role: ICT is a pervasive technology that makes innovation happen more quickly but requires all school stakeholders (students, teachers, managers and parents) to be adequately skilled. ICT Can help in tackling the skills gap between students and teachers and in connecting school education with the activities of students outside the school, bridging formal and informal learning. ICT should also be used to support the quality assurance processes.

Innovation and e-Learning

e-Learning is at the meeting point of Lifelong Learning and ICT and gives a great contribution to innovation, but its potential has been underestimated, especially in formal education.

Innovation and Certification

A certification model needs to applied which stimulates benchlearning among innovators and raise the overall quality of the implementation of education. Community recognition and continuous improvement are key for a sustainable certification scheme. The certification scheme should be a "light one", focusing on non-prescriptive elements. It should certify those practices that are improving quality by rewarding innovative practices and "new ways of doing the usual things".

Innovation and policy

A new “innovation oriented” wave of policy making linking education, employability, innovation and information society is required that, when incorporated in innovation strategies and better positioned within the overall lifelong learning field, contributes to accelerating and consolidating the transformation of learning environments. A new awareness in policy exists, especially at the EU level (as the Rethinking Education communication proves). The challenge is to find the best way through which these policy objectives can be made mainstream in schools, through large and small pilots, through rewarding mechanisms, through mobility of staff and students, for example-

Innovation and citizens

ICT is a pervasive technology that makes innovation happen more quickly but requires all citizen and parents and school workers to be adequately skilled.

Innovation and the Q4I Network

The Q4I network on School Innovation will allow a more open dialogue with stakeholders in society and in the educational environments, oriented towards innovation and lifelong learning.

3. Mission and objectives of the network

The network's mission is to improve the quality of school education in Europe, by enriching the quality assurance activities of schools with innovation elements that might improve the schools capacity to change.

To achieve this mission, the network will:

- support the implementation of the Q4i Approach, a Quality Management approach that enables schools to manage quality while innovating.
- spread a quality and innovation culture within schools and to disseminate other quality management models.
- connect pilot schools which adopt and participate in the development of the Q4i model which test/validate the Q4i model
- involve actors beyond the individual school level, i.e. Research actors, school networks, policy makers in charge of school, industry, schools consultancy companies
- offer a learning opportunity through benchmarking procedures i.e. Advice and consultation to schools, stimulation of inter-organisational learning opportunities and virtual twinning opportunities and events, training and consultation to bodies which set up standards for school inspection or evaluation.
- inspire the adoption of innovation friendly quality approaches in European education systems with the support of quality agencies (by certification processes, by dissemination activities)

4. Composition of the network

Identification of target groups

	Target group	Current challenges	Benefits of joining Q4i
Primary target group	Schools	Little networking, bench-learning and exchange opportunities in an European or international context available	Schools will benefit from the learning opportunity through benchmarking procedures i.e. advice and consultation to schools, stimulation of inter-organisational learning opportunities and virtual twinning opportunities and events, training and consultation to bodies which set up standards for school inspection or evaluation.
Secondary target group	Research bodies	Little contact with real life school context	Network opportunities around the school sector area. International collaboration opportunities and benefiting from direct contact with the field (schools) for future research activities
	Projects and Networks	Dissemination activities remain often on a level above individual schools	Synergy building and dissemination opportunities for existing models, best practices, tools.

The following stakeholders will be invited to join the Q4I community

- School representatives (school heads, teachers, pupils) from the Q4I piloting community and other interested schools in Europe
- Research institutions
 - Q4I project partners
- European School networks and lobby organisations
 - European Schoolnet
 - EDEN – European Distance and eLearning Network
 - ESN – European School Network
- National networks
 - The Netherlands: Kansensverschillen network and the Excellent schools network
 - Romania: QUALVET@RO partners
- Related projects and their consortium members (details about projects in Annex 1)
 - VISIR
 - VISCED
 - HoTEL
 - TQM

6. Q4i Network regulations and organisational structure

Synergies with existing networks

By the end of the project, the network will be structured in a more formal manner by defining specific Terms of References and internal regulations, comprising the network management structure, so to maintain the network as a sustainable structure embedded in the European education sector. A list of clear benefits from adhering to the network will be developed and a strategy to attract and maintain members for the network.

In an aim to seek synergies on a longer term with already existing networks and not develop another parallel network, a number of options must be explored:

- Creation of a SIG within EFQUEL
- Creation of a group connected to EUN
- Creation of a group connected to ESHA
- Others.

Options in detail

a) Creation of a SIG within EFQUEL

EFQUEL proposes to set up a Special Interest Group within EFQUEL consisting of all stakeholders in school innovation. The members of this Special Interest Group will enjoy the same benefits as other EFQUEL members. A yearly interest group meeting will be organised at the EFQUEL Innovation Forum.

What is a Special Interest Group?

A Special Interest Group (SIG) is a community with an interest in advancing a specific area of knowledge, learning or technology where members cooperate to effect or to produce solutions within their particular field, and may communicate, meet and organise conferences or events. They may at times also advocate or lobby on a particular issue or on a range of issues but are generally distinct from Advocacy groups and pressure groups which are normally set up for the specific political aim.

The EFQUEL Special Interest Groups are focused on a mutual interest of the members applying for this SIG. They are independent entities affiliated with EFQUEL to contribute to the achievement of the overall EFQUEL mission, representing all EFQUEL members, and serving as a resource for knowledge, education and networking opportunities to all members. **More information in ANNEX 1**

Network roll out:

1. **During the project:** The members of the Q4I special interest group will in first instance be published on the Q4I wiki.
2. **After the lifetime of the project:** the members of the Q4I network will be invited to EFQUEL membership and once member automatically included into the Special Interest Group on Schools Innovation. The Q4I will enjoy a reduced fee for joining EFQUEL membership.

b) EUN and Q4I

Linking EUN and Q4I. To be worked out in detail in Year 2.

Network roll out:

1. **During the project:** The members of the Q4I special interest group will in first instance be published on the Q4I wiki.
2. **After the lifetime of the project:** To be worked out in detail in Year 2

c) ESHA and Q4I

Creation of a group connected to ESHA. To be worked out in detail in Year 2.

Network roll out:

1. **During the project:** The members of the Q4I special interest group will in first instance be published on the Q4I wiki.
2. **After the lifetime of the project:** To be worked out in detail in Year 2.

8. Planning and Roll out

	Location and event	By
M7 – June 2013	Distribution of network plan to Q4I closed community + approval by other partners	EFQUEL + Q4I partners
M7 – June 2013	Consolidation of the network vision (sharing the Q4I Manifesto with the larger community)	
M10 – Sept 2013 27/9/2013	Barcelona, EIF2013 Session on “Schools Innovation”: launch of the Manifesto	EFQUEL, GVA, ESHA
M11 - Oct 2013	Invitation to the Q4I identified target groups to be part of the Q4I community/network	EFQUEL
M18 – May 2014	Crete, EIF2014 Session on “Quality for Innovation in Schools”: launch of the network	EFQUEL
M24 – Nov 2014	Q4I Network launch as an network with own regulations and structures	EFQUEL

Network launch: September 2013

The network idea will be launched in occasion of a **dedicated Q4I session at the EFQUEL Innovation Forum in September 2013** (taking place in Barcelona on the 26th and 27th). We will use this occasion to liaise with other networks, initiatives and projects to create and exploit synergies such as mutual participation in events, links on websites, and exchange of information aiming at relevant stakeholders.

Target audience: The event will target school communities in Europe and will gather representatives of all project stakeholders: at least one EC representative, at least three policy makers from three EU countries, at least 5 representatives of European networks dealing with schools. The event will involve teachers and students from the Valencia region and possibly from other EU regions.

Topics to be addressed (topics suggested at project kick off meeting by Q4I partnership)

- Mainstreaming and scalability
- Opening up education
- ICT for LLL
- Quality models
- Success factors for Innovation

The results of the discussions will be embedded in the Q4I network manifesto which is formulated collaboratively throughout the project via the [Q4I wiki on a dedicated Manifesto page](#).

Organised by: EFQUEL, GVA and ESHA, with input and involvement of other Q4I project partners and the ESHA general assembly

Network half day conference: May 2014

The half day network event is proposed to take place in the framework of the EFQUEL Innovation Forum 2014 in order to have sufficient time for preparing the event and to have a rich content workshop. The EFQUEL Innovation Forum 2014 is planned in **May 2014 in Crete**.

Target audience: The event will again target school communities in Europe and will gather representatives of all project stakeholders: EC representative, policy makers representatives of European networks dealing with schools.

Topics to be addressed: this session will be used to focus more on project outcomes and guidelines developed by the project based on the first pilot results.

1. Presentation of the Q4I Manifesto
2. Presentation of innovative institutional development model developed by Q4I
3. Q4I model for innovative schools
4. Q4I guidelines

9. Supporting web environment

To support the Q4I network activities, EFQUEL will set up a Q4I wiki, which offers space for all interested parties, key stakeholders and project partners to collaboratively develop and spread the outcomes of the project, but also to interact with pilot schools, to publish reports from pilots and to allow the pilot schools to interact among them.

The wiki will allow the participating schools to have a place where to register and present their needs, develop an institutional development project and communicate with others.

The wiki environment is set up as follows:

Introduction to the project Short introduction text about the project	
Review of existing models* (WP1 results, discussion space)	Q4I model & Benchlearning space* (Results of piloting and discussion from pilot schools)
Manifesto* (WP4 input, collaborative development)	Guidelines for implementation* (WP5 results)

*page redirecting to a dedicated separate page

A screenshot of the first draft of the wiki is shown here below (<http://q4i.efquel.org>):



Lifelong Learning Programme



Q4I
Quality for Innovation in European Schools
Project N°: 527906-LLP-1-2012-1-ES-COMENIUS-
CMP

Navigation

- Main page
- Community portal
- Current events
- Recent changes
- Random page
- Help

Tools

- What links here
- Related changes
- Upload file
- Special pages
- Printable version
- Permanent link

Page Discussion

Read Edit View history Search Go Search

Main Page

Contents (hide)

- 1 Q4I Wiki Space
- 2 Short introduction to the project
- 3 Other interesting links
- 4 Related projects and initiatives
- 5 Contributing to Q4I Wiki - Some help
- 5.1 Getting started

Q4I Wiki Space

You are invited to contribute to the development of the Q4I approach and quality framework by providing your feedback and ideas on this wiki. For general info about the Q4I project, please visit the Q4I website: <http://www.q4i-schools.eu>

Short introduction to the project

The Q4I project, which started in December 2012, aims to develop, test and mainstream a quality development approach for schools that includes a strong commitment to innovation and that is based on the participation of all key stakeholders: students, teachers and parents, employers and representatives of local community.

Through this dynamic wiki, we aim to gather input, feedback and suggestions on some of the results and activities developed.

- Existing innovation models will be reviewed and discussed. This will provide input to a comprehensive report on European school innovation models.
- The Q4I approach will consist of a development model for schools in Europe aiming at increasing innovation through open approaches to quality. Schools interested in piloting the approach are invited to discuss their findings on this wiki.
- The network around the Q4I project will develop a Q4I Manifesto for quality through innovation in European schools. The Manifesto will be collaboratively developed via this wiki, discussed, refined and shared among stakeholders.
- Based on the theory and practice, the Q4I consortium will provide comprehensive guidelines on the implementation of the model after collecting feedback of the respective pilots. These will be easy to use guidelines to guide schools in their approach to the Q4I model. The Q4I wiki will collect requests for support in the implementation of the guidelines.

All the above activities on this wiki will contribute to the development of the Q4I schools innovation network. This will be a meta-network facilitating knowledge exchange among grass-roots innovators along the Q4I innovation dimensions. The network will be invited to carry the results forward in the future and participate in the Q4I conference in March/April in 2014 in Valencia.

Review of existing models

The project is mapping school development models that have proven to work to embed pedagogical and organisational change, to then develop a supportive approach for school innovation that goes beyond quality as compliance and enhances innovation, participation and excellence.

The first version of the Synthesis Report will be uploaded on this wiki in May 2013 to allow you as a stakeholder to validate it. The Wiki will allow the authors to take into account the improvements to the text for a second version and new ideas for further research.

[Read more](#)

Q4I model & Benchmarking space

During the school year 2013-2014, the Q4I approach will be validated in a real-life school context in 25 schools in five European countries. These schools will represent the core of the Q4I Network for Institutional School Innovation committed to sustain the project results and to promote the Q4I approach among all interested stakeholders.

[Read more](#)

Manifesto

For the Q4I project, the most important is to keep learning innovation and quality assurance together, since innovation can improve quality approaches making them fit for the schools of today and tomorrow, and at the same time quality assurance can ground learning innovation in the schools improvement processes and daily life.

The vision will be elaborated in the Q4I Manifesto for quality through innovation in European schools.

[Read more](#)

Guidelines for implementation

Here you will find multiplication guidelines for schools – others with respect to the fact that will run the pilot – that want to enrol in the pilot also. These guidelines will clearly explain how to run the pilot autonomously and how to submit the data for feedback by the Q4I partners.

The guidelines will take into account the context of the participating schools, and will be produced in English, Romanian, Greek, Italian, Spanish and German.

The consortium will provide feedback to submissions.

[Read more](#)

Other interesting links

- The Q4I website: <http://www.q4i-schools.eu>
- The Q4I conference website (The Q4I conference will be organised in collaboration with the EFQUEL Innovation Forum 2014): <http://efi.efquei.org/>

Related projects and initiatives

- VISIR, Vision, Science, Insights and Recommendations on how ICT may help making lifelong learning a reality for all: <http://www.vision-network.eu/>
- VISCED, A transnational Approach of Virtual Schools and College Provision: <http://www.virtualschoolsandcolleges.info/>
- Success factors for virtual schools: <http://efquei.org/loads/virtual-schools-success-factors/>
- TQM, Teaching and Training Quality Management: www.tqmproject.eu

ANNEX 1: Projects

List of projects to be invited to the Q4I network.

Project	Summary	Q4I
VISIR	<p>Vision, Scenarios, Insights and Recommendations on how ICT may help making lifelong learning a reality for all.</p> <p>http://www.visir-network.eu/</p>	Network of grassroots innovators
VISCED	<p>A transnational Appraisal of Virtual Schools and College Provision.</p> <p>http://www.virtualschoolsandcolleges.info/</p> <p>Success factors for virtual schools: http://efquel.org/tools/visced-success-factors/</p>	Virtual schools network
HOTEL	<p>HOListic Technology Enhanced Learning</p> <p>establish a sustainable and replicable working paradigm (the HOTEL Innovation Cycle) to identify new models of learning through ICT, analyse the specific elements of innovation, assess the potential impact at the micro (technology-learning), meso (organizational-learning) and macro-level (policy)</p>	Innovation cycle
TQM	<p>Teaching and Training Quality Management.</p> <p>www.tqmproject.eu</p>	Innovative models for teacher training

Annex 2: EFQUEL Special interest Groups, detailed information

A detailed manual about the objectives, processes and regulations related to Special Interest Groups in EFQUEL is available on the EFQUEL website at: <http://efquel.org/membership/sigs-and-wgs/>

Objective of a SIG

Create visibility for ideas on quality and technology enhanced learning related to a specific area or sector.

Benefits of a SIG

- Develop contacts and network with other members around Europe and even beyond.
- Gain expertise on the topic of your interest by involving other experts within the EFQUEL network
- Take to opportunity to transform your SIG into a concrete, qualitative and well reflected project proposal or Working Group (cf. page 4)

Services offered by EFQUEL to a SIG

EFQUEL recognises the importance of active SIGs for the development of new, innovative, constructive and future oriented ideas for the fulfilment of the EFQUEL mission. Therefore EFQUEL commits to providing support and services that help the SIGs be successful in their activities.

EFQUEL offers a strong voice to its SIGs and communicates via its various communication and dissemination channels all information that can help the SIG in becoming more successful.

General rules

Since a SIG is a bottom-up initiative from the EFQUEL members, every SIG has a non-negotiable right of existence if it corresponds to the following criteria:

- It consists of at least three members of EFQUEL
- At least two members are from different countries
- The topic relates to one of the components of EFQUEL's core business **"quality and innovation in technology enhanced learning"**
- The SIG does not go against or in competition with other initiatives already or previously launched by the EFQUEL secretariat or by a consortium of other EFQUEL members
- The SIG does not envisage an exploitation of its topic that goes against the non-profit objectives of EFQUEL
- SIGs commit to promoting EFQUEL in a positively way. Any action that can harm EFQUEL's reputation can be used by EFQUEL to dissociate itself from the SIG.

- SIGs commit to provide a two-monthly reporting to the EFQUEL secretariat regarding the progress of their activities

Funding

The EFQUEL secretariat and board do not fund SIGs, but provide support through dissemination actions, expertise input and future project opportunities. Once a SIG turns into a Working Group, it can obtain funding from EFQUEL under the condition that the necessary resources are available.